

3rd QUARTER PERFORMANCE REPORTS

FY 2016

POSTSECONDARY INSTITUTIONS PRIVATE AND STATE RELATED COLLEGES

**Department of Finance
Executive Budget Office**

Fiscal Year 2016 Quarterly Performance Report

Agency:	501 UNIVERSITY OF ALA - TUSCALOOSA
Mission:	The University of Alabama, the State of Alabama's oldest public university, is a senior comprehensive doctoral level institution. The University was established by constitutional provision under statutory mandates and authorizations. Its mission is to advance the intellectual and social condition of the people of the State through quality programs of teaching, research, and service.
Vision:	The University of Alabama will be The University of choice for the best and brightest students in Alabama and a University of choice for all other students who seek exceptional educational opportunities. The University of Alabama will be a student-centered research university and an academic community united in its commitment to enhancing the quality of life for all Alabamians.

Annual Goals

1	Advance the University's academic, research, scholarship, and service priorities; continue to promote growth and national prominence in these areas.
2	Retain and recruit outstanding faculty and staff to support the teaching, research, and service mission of the University.
3	Enhance the University's learning environment to attract and retain excellent students.
4	Develop a University-wide emphasis on leadership as a primary role of the flagship university of the State of Alabama.

Quarterly Objectives and Targets

Performance Objectives	Goal	Unit of Measure	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1 - Maintain the number of degrees awarded annually.	1	Annual degrees awarded	2,000	1984	NA	NA	4,200	5,092	1,500		7,700	
2 - Increase research award dollars.	1	Total research award dollars	10,000,000	16889629	10,000,000	8,979,810	10,000,000	6,469,060	11,000,000		41,000,000	
3 - Increase faculty salaries to the SUG 75th percentile.	2	Average faculty salary	NA	NA	NA	NA	NA	NA	92,000		92,000	
4 - Maintain the enrollment of international students.	2	Number of International Students	1,700	1509	NA	NA	NA	NA	NA		1,700	
5 - Maintain funding awarded for academic scholarships.	3	Maintain in dollars awarded	3,465,000	14699279	NA	NA	2,835,000	12,680,502	NA		6,300,000	
6 - Maintain the number of participants in the University's non-degree programs that support business, nonprofit and governmental programs in the State of Alabama.	4	Number of Participants	NA	NA	NA	NA	NA	NA	17,000		17,000	

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Agency:	502 UNIVERSITY OF ALA - BIRMINGHAM
Mission:	UAB is a research university and academic health center that discovers, teaches and applies knowledge for the intellectual, cultural, social and economic benefit of Birmingham, the state and beyond.
Vision:	To be an internationally renowned research university--a first choice for education and health care.
Annual Goals	
1	Provide education that prepares diverse students to lead, teach, provide professional services, and become the prominent scholars and societal leaders of the future.
2	Pursue research that benefits society, delivers new treatments and cures for serious diseases, spurs innovation and expands UAB's capability to continually discover and share new knowledge.
3	Deliver the highest quality patient care that reflects our ability to translate discoveries into revolutionary therapies in one of the nation's largest academic medical centers.
4	Encourage partnerships that improve education, health, economic prosperity and quality of life through service at home and around the globe.
5	Foster and stimulate innovation and entrepreneurship that contributes to the economic development and prosperity of the city of Birmingham, the state of Alabama and beyond.

Fiscal Year 2016 Quarterly Performance Report
Quarterly Objectives and Targets

Performance Objectives	Goal	Unit of Measure	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1 - Increase enrollment of diverse, well-prepared students from Alabama and beyond	1	Number of entering freshmen and transfers students	3,302	2,978	0		0	0	0		3,302	
2 - Increase retention and graduation rates	1	Retention rate first to second year	80%	78.7%	0		0	0	0		80%	
3 - Increase retention and graduation rates	1	Six-year graduation rate	55%	55%	0		0	0	0		55%	
4 - Build upon successful efforts in minority recruitment	1	Percentage of graduate and professional students who are minority	23.5%	24.3%	0		0	0	0		23.5%	
5 - Increase support for graduate studies	1	Number of students receiving support for graduate study	0		1,150	844	0	0	0		1,150	
6 - Grow research by recruiting and retaining outstanding researchers and scholars	2	Number of funded investigators	0		1000	945	0	0	0		1000	
7 - Make UAB the preferred academic medical center for the 21st century	3	Number of hospital/clinic visits and admissions	0		1,700,000	1,400,000	0	0	0		1,700,000	
8 - Partner with the community and state to improve education, health, and quality of life	4	Dollar value of charity care provided	0		\$87,500,000	58,000,000	0	0	0		87,500,000	
9 - Foster a thriving arts and cultural environment	4	Attendance at Alys Stephens Center events	0		113,000	114,291	0	0	0		113,000	
10 - Maximize translational research and technology transfer	5	Number of technologies licensed	0		59	24	0	0	0		59	

Fiscal Year 2016 Quarterly Performance Report

Agency:	503 UNIVERSITY OF ALA - HUNTSVILLE
Mission:	The University of Alabama in Huntsville is a research-intensive, internationally-recognized technological university serving Alabama and beyond. Our mission is to explore, discover, create, and communicate knowledge, while educating individuals in leadership, innovation, critical thinking, and civic responsibility and inspiring a passion for learning.
Vision:	The University of Alabama in Huntsville will be a preeminent, comprehensive, technological research-intensive university known for inspiring and instilling the spirit of discovery, the ability to solve complex problems, and a passion for improving the human condition-a university of choice where technology and human understanding converge.

Annual Goals	
1	Increase the University undergraduate and graduate student headcount to 10,000 students by the Fall of 2020.
2	Increase the out-of-state and international undergraduate student headcount to 15% of undergraduate by the Fall of 2018.
3	Increase 6-year graduation rate to 65% by the Fall of 2019.
4	Diversify and increase the federal, state, and private contract and grant revenues to \$120 million by 2020.
5	Increase private gifts (based on 5-year annual average) to \$4.74 million by 2020.

Quarterly Objectives and Targets

Performance Objectives	Goal	Unit of Measure	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1 - Increase undergraduate and graduate student headcount to 10,000 by Fall 2020	1	Student	7,650	7,866	N/A	N/A	N/A	N/A	7,650		7,650	
2 - Increase out-of-state and international undergraduate students headcount by 1% each year	1	Percent	11	16	N/A	N/A	N/A	N/A	11		11	
3 - Increase 6-year graduation rate by 4% annually	3	Percent	48	49	N/A	N/A	N/A	N/A	48		48	
4 - Increase federal, state, and private contract and grant revenues by 8% annually	4	Dollar	\$22,250,000	\$22,336,530	\$44,500,000	\$47,418,913	\$66,750,000	\$71,500,598	\$89,000,000		\$89,000,000	
5 - Increase private gifts to \$4.74 million by 2020	4	Dollar	\$974,500	\$482,766	\$1,949,000	\$1,325,355	\$2,923,500	\$2,161,297	\$3,898,000		\$3,898,000	

Fiscal Year 2016 Quarterly Performance Report

Notes

1	The undergraduate and graduate enrollment for the Fall 2015 semester is the highest in history. The first-time freshmen class for the Fall 2015 is also the highest in history.
2	The University started the recruiting loop and actively recruiting out-of-state students, as a result, in Fall 2015 the University experiences an increase of out-of-state student populations.
3	The University is taking steps to increase this statistic. The University is investing in student tutoring, core curriculum review, advising, and various campus life initiatives with the goal of improving student retention.
4	The University met the 3rd quarter federal, state, and private contract and grant revenue target. The University is also expected to meet the annual revenue target.
5	The University falls short of the 3rd quarter private gifts target. The University hopes to accelerate private givings activities for the last quarter and still hope to meet the annual target.

Fiscal Year 2016 Quarterly Performance Report

Agency:	504 ALABAMA A&M UNIVERSITY
Mission:	<p>While much has changed on "The Hill", AAMU still maintains its commitment to its mission:</p> <ul style="list-style-type: none"> * Excellence in education and a scholarly environment in which inquiring and discriminating minds may be nourished. <p>The education of students for effective participation in local, state, regional, national and international societies.</p> <ul style="list-style-type: none"> * The search for new knowledge through research and its applications. * The provision of a comprehensive outreach program designed to meet the changing needs of the larger community. * Programs necessary to adequately address the major needs and problems of capable students who have experienced limited access to education. * Intergration of state-of-the-art technolgy into all aspects of University functions.
Vision:	Alabama A&M will continue its quest to be recognized as a world -class, land grant, comprehensive university.
Annual Goals	
1	Improve program viability and student scholarship
2	Enhance physical resources and space utilization
3	improve the quality of student life and social development

Fiscal Year 2016 Quarterly Performance Report

Quarterly Objectives and Targets

			First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
Performance Objectives	Goal	Unit of Measure	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1 - Advance the level of faculty and student scholarship	1	scale of 1-5; 1 being little movement more planning 5 being the realization of objective	1		2		3		4		5	
2 - Enhance and add campus facilities while improving space utilization	2	scale of 1-5; 1 being little movement more planning 5 being the realization of objective	1		2		3		4		5	
3 - increase student leadership through participation in university governance and daily life of students and student related activities	2	scale of 1-5; 1 being little movement more planning 5 being the realization of objective	1		2		3		4		5	

Notes

Fiscal Year 2016 Quarterly Performance Report

Agency:	505 ALABAMA STATE UNIVERSITY
Mission:	<p>Alabama State University is a comprehensive diverse student-centered public Historically Black Colleges and Universities (HBCU) committed to global excellence in teaching, research and service.</p> <p>The University fulfills its mission by:</p> <ul style="list-style-type: none"> • Fostering critical thought • Encouraging artistic creativity • Developing professional competence • Promoting responsible citizenship in its students • Adding to the academic and experiential bodies of knowledge • Enhancing the quality of life through research and discovery • Cultivating global citizenship through thoughtful (meaningful, purposeful conscientious, intentional) and engaging public service <p>ASU offers baccalaureate through doctorate degrees in an expansive array of academic programs. We maintain a scholarly and creative faculty, state-of-the-art facilities, and an atmosphere in which members of the university community live, work and learn in pleasant surroundings. ASU offers a bridge to success for those who commit to pursuing quintessential educational opportunities and lifelong endeavors.</p>
Vision:	<p>Alabama State University (ASU) will achieve global recognition through excellence in teaching, research and service. ASU will advance its current status as a premiere, comprehensive, Level VI regionally accredited institution, to a Doctoral/Research University (DRU) Carnegie Classification--designated institution. We shall become the destination university for students seeking a holistic educational experience. We will build upon quality scholarship and academic rigor to graduate a diverse corps of lifelong learners who are fully equipped to lead and succeed as citizens of the global workforce.</p>

Fiscal Year 2016 Quarterly Performance Report

Annual Goals	
1	Holistic Student Engagement. To employ a holistic student engagement model of focused processes, programs and services that help students achieve success at every point along the college trajectory, from recruitment to graduation to career advancement to alumni involvement.
2	Fiscal Growth and Integrity. To exercise fiscal integrity through compliance with policies that promote prudent management of institutional resources; and to achieve fiscal growth and stability through targeted fundraising efforts and investments, relationship cultivation and by meeting institutional enrollment goals.
3	Focused Customer Service. To serve the university community and constituents with exemplary and responsive customer service that places professionalism, timeliness, accountability, efficiency, and effective communication at the heart of every interaction.
4	Robust Academic Programs and Leadership. To advance the academic integrity of the community through the development and viability of degree programs, and through the recruitment and retention of the highest quality faculty and administrative leadership.
5	Global Engagement. To broaden the University's global reach by building international student enrollment, connecting students with meaningful opportunities to study abroad, providing faculty with opportunities for international research collaboration, increasing the number of international articulation agreements and expanding online degree program offerings.
6	Infrastructure Expansion and Sustainability. To ensure that the physical facilities and infrastructure of the University are adequate to support all programs, activities and services.
7	Continuous Improvement. To assure that each operating unit establishes a core values operating philosophy that reflects the university's expectations of accurate, timely and professional interactions with all constituencies, and to enhance professional expertise in and responsibility for unit-specific, divisional and institutional operating processes and policies.
8	Grow Enrollment and Enhance Intramural Programs. To increase our ability to serve and expand the University's enrollment and to offer expanded intramural programs for students.
9	Leadership. To provide both civic leadership and academic leadership in order to positively impact the community and strengthen the relationship between "town and gown."

Fiscal Year 2016 Quarterly Performance Report

Quarterly Objectives and Targets

Performance Objectives	Goal	Unit of Measure	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1 - Alumni Involvement	1	% Increase	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	
2 - Recruitment	1	% Increase	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	
3 - Graduation Rate	1	% Increase	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	
4 - Career Advancement	1	% Increase	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	
5 - Maintain audit results to demonstrate compliance with policies.	2	Unqualified Opinion	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	
6 - Fiscal Stability	2	Cash Reserves	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	
7 - Alumni Engagement	3	Number of Complaints	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	
8 - Establish Incentive and Rewards Programs	3	Number of Awards Presented	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	
9 - Academic Programs	4	Expanded Exposure and International Involvement	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	
10 - Program Viability	5	Increase in Global Activities	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	
11 - Campus Of The Future	6	Increase in square footage of housing and academic facilities	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	
12 - Process Improvement	7	Adequacy of Internal Controls	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	
13 - Student Retention	8	Enrollment Level	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	
14 - Community Relations	9	Participation in Community Events	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	

Fiscal Year 2016 Quarterly Performance Report

Agency:	506 AUBURN UNIVERSITY
Mission:	To serve the citizens of Alabama by offering high-quality programs of instruction, research, and outreach as a comprehensive land-grant university and to prepare Alabamians to respond successfully to the challenges of a global economy
Vision:	Auburn University will emerge as one of the nation's preeminent comprehensive land-grant universities in the 21st century.
Annual Goals	
1	Enhance graduation rates
2	Conduct high levels of sponsored research and development
3	Enhance student writing
4	Enhance student diversity
5	Serve as a center of knowledge and discovery

Quarterly Objectives and Targets

			First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
Performance Objectives	Goal	Unit of Measure	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1 - Increase six-year graduation rate to 72% (Fall 2010 cohort)	1	Graduates/cohort	NA		NA		NA	NA	72%		72%	
2 - Produce total sponsored academic R&D of at least \$142MM as reported by the National Science Foundation (most recent FY report)	2	Expenditures (\$)	NA		NA		NA	NA	\$142MM		\$142MM	
3 - Equal peer norms in the level of student writing as measured by the National Survey of Student Engagement	3	Effect sizes (standardized difference from peer average)	NA		NA		NA	NA	+/- 0.15		+/- 0.15	
4 - By 2016 (as measured by Fall 2015 enrollment), achieve enrollment of qualified students from minority populations, including non-resident aliens, of at least 177 per 1,000 enrolled.	4	Minority enrollment per 1,000 students enrolled	177		NA		NA	NA	177		177	
5 - Maintain institutional membership in the prestigious Association of Research Libraries	5	Membership status (1=member, 0=not a member)	NA		NA		NA	NA	1		1	

Fiscal Year 2016 Quarterly Performance Report**Notes**

1	Graduation rate for the Fall 2010 cohort will be available in time to be reported in Quarter 4.
2	Data on academic R&D expenditures for FY2014 will be available in time to be reported in Quarter 4.
3	Results of the 2015 National Survey of Student Engagement will be available in time to be reported in Quarter 4.
4	Fall 2015 enrollment will be available in time to be reported in Quarter 1.
5	ARL membership status will be reported in Quarter 4.

Fiscal Year 2016 Quarterly Performance Report

Agency:	508 JACKSONVILLE STATE UNIVERSITY
Mission:	Jacksonville State University provides distinctive educational, cultural and social experiences for a diverse student population. As a learning centered university, Jacksonville State University strives to challenge students academically in a responsive environment, meeting students' educational, career and personal goals. As an academic institution, Jacksonville State University seeks to produce broadly educated graduates prepared for global engagement. As a public, comprehensive university, Jacksonville State University promotes excellence in scholarly and service activities consistent with its academic and professional strengths.
Vision:	Jacksonville State University strives for continuous improvement as a learning centered community committed to developing the ability to think critically, solve problems creatively and collaboratively, and communicate effectively.
Annual Goals	
1	Increase the number of credit hours per quarter from previous year for Fall and Spring Semesters.
2	Increase the number of unique students taking online courses

Quarterly Objectives and Targets

			First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
Performance Objectives	Goal	Unit of Measure	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1 - Undergraduate Credit Hours	1	Credit Hours	91000	87002	82000	81171	0		0		173000	
2 - Graduate Credit Hours	1	Credit Hours	6100	5679	5600	5638	0		0		1170	
3 - Increase the number of unique students taking online courses	2	Students	3600	4299	1300	1710	850	811	550		6300	

Notes

Fiscal Year 2016 Quarterly Performance Report

Agency:	509 UNIVERSITY OF WEST ALABAMA
Mission:	To provide opportunities for students to pursue a quality education and assist in developing the important qualities of independent thinking, respect for the ideas of others, personal integrity and character in order to realize their quests for a philosophy of life and self-fulfillment
Vision:	To be recognized nationally and internationally for providing quality education programs via traditional and alternative means and to be acknowledged as the primary agent of positive change in Alabama's Black Belt

Annual Goals	
1	Provide a model of best practices in early childhood and elementary education through the collaboration of the College of Education faculty, teachers at the Campus School, and graduate students in curriculum development and implementation.
2	Assess the needs of math educators in the Black Belt and provide educational resources and workshops designed to enhance math teaching skills.
3	Offer workforce development programs and entrepreneurial development programs.

Quarterly Objectives and Targets

			First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
Performance Objectives	Goal	Unit of Measure	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1 - Provide curriculum development workshops on and off-campus	1	Number of Workshops	6	30	5		6	4	5		22	
2 - Provide workshops for educators to enhance math teaching skills	2	Number of Workshops	12	12	12		12	8	12		48	
3 - Provide workshops and training for small businesses and entrepreneurs in the Blackbelt	3	Number of Workshops	5	0	5		2	5	2		14	
4 - Provide workforce development programs for residents in the Blackbelt	3	Number of Programs	3	0	3		3	4	3		12	

Notes

1	College of Education created the Center for Teaching Excellence and was able to host more workshops. They are also expanding their outreach efforts to area schools.
3	Department responsible for providing workshops and training was restructured during the first quarter.

Fiscal Year 2016 Quarterly Performance Report

Agency:	510 UNIVERSITY OF MONTEVALLO
Mission:	To provide to students from throughout the state an affordable, geographically accessible, "small college" public higher education experience of high quality with a strong emphasis on undergraduate liberal students and with professional programs supported by a broad base of arts and sciences, designed for their intellectual and personal growth in the pursuit of meaningful employment and responsible, informed citizenship.
Vision:	For undergraduates, our vision is to offer academically capable students from all sociodemographic backgrounds an affordable, life-enriching, "honors college" experience stressing community service and global awareness, all within an atmosphere of natural historic beauty and a tradition of innovative cultural expression. Our vision for graduate students builds on this undergraduate foundation, using traditional and innovative instructional methods to foster growth in specialized skills and knowledge required by practicing educators, counselors, speech-language clinicians, scholars in the humanities, and other professional leaders, within a nurturing environment steeped in the unique "Montevallo experience."
Annual Goals	
1	Increase undergraduate enrollment to 3,000 by Fall 2019
2	Increase graduate enrollment to 500 by Fall 2019
3	Enhance student learning

Quarterly Objectives and Targets

Performance Objectives	Goal	Unit of Measure	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
3 - Maintain or increase undergraduate enrollment (measure - fall semester data).	1	Count	2665	2566	2665	2665	2665	2665	2665		2665	
2 - Maintain or increase graduate enrollment (measure - fall semester data).	2	Count	408	467	408	408	408	408	408		408	
1 - Maintain Faculty/Student Ratio (measure - fall semester data) of 17:1.	3	Ratio	17:1	15:1	17:1	17:1	17:1	16:1	17:1		17:1	

Notes

Fiscal Year 2016 Quarterly Performance Report

Agency:	511 UNIVERSITY OF NORTH ALABAMA
Mission:	As a regional, state-assisted institution of higher education, the University of North Alabama pursues its Mission of engaging in teaching, research, and service in order to provide educational opportunities for students, an environment for discovery and creative accomplishment, and a variety of outreach activities meeting the professional, civic, social, cultural, and economic development needs of our region in the context of a global community.
Vision:	The Vision of the University of North Alabama builds upon nearly two centuries of academic excellence. We commit ourselves to design and offer a rich undergraduate experience; to respond to the many educational and outreach needs of our region, including the provision of high quality graduate programs in selected disciplines; to provide an extracurricular environment that supports and enhances learning; to provide a global education and participate in global outreach through distance learning programs; and to foster a diverse and inclusive academic community. We promote global awareness by offering and curriculum that advances understanding of global interdependence, by encouraging international travel, and by building a multinational student population. We pledge to support and encourage intellectual growth by offering primarily small, interactive classes taught by highly educated professionals, and through mentoring, internships, and other out-of-class educational opportunities.
Annual Goals	
1	Continue to Enhance Enrollment Management and Academic Program Development
2	Continue of Enhance International Programs and Study Abroad
3	Enhance External Funding Opportunities Through Grants and Contracts
4	Foster a Desire for Inquiry and Sense of Discovery: Enhance the Scholarship of Learning
5	Promote and Celebrate Diversity
6	Support Regional Development and Outreach
7	Continue to Foster a Strong University Community

Fiscal Year 2016 Quarterly Performance Report
Quarterly Objectives and Targets

Performance Objectives	Goal	Unit of Measure	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1 - Increase overall six-year graduation rate	1	Percentage	NA		NA	37.8%	NA	37.8%	NA		32%	
2 - Continue the University Success Center	1	Dollars	NA		NA	na	NA		NA		\$300,000	
3 - Increase the number of freshman students participating in Learning Communities	1	Percentage	NA		NA	na	NA		NA		20%	
4 - Maintain participation in the Study Abroad Program	2	Number	NA		NA	na	NA		NA		120	
5 - Increase enrollment within international programs	2	Number	NA		NA	308	NA	308	NA		400	
6 - Increase grant/contract submissions	3	Number	NA		NA	na	NA		NA		60	
7 - Increase grant/contract acceptances (yield)	3	Number	NA		NA	na	NA		NA		40	
8 - Maintain the Quality Enhancement Plan	4	Dollars	NA		NA	na	NA		NA		\$178,224	
9 - Increase faculty scholarship/publications	4	Number	NA		NA	na	NA		NA		320	
10 - Reaffirm accreditation in programs scheduled for re-accreditation	4	Number	NA		NA	na	NA		NA		1	
11 - Increase Fall Graduate enrollment	4	Number	NA		NA	986	NA	986	NA		1,000	
12 - Apply for accreditation for programs not yet accredited or who are seeking new accreditation	4	Number	NA		NA	na	NA		NA		1	
13 - Maintain diversity training and workshops	5	Number	NA		NA	na	NA		NA		2	
14 - Maintain number of minorities sent to the Diversity Conference	5	Number	NA		NA	na	NA		NA		6	
15 - Continue scholarships for Project Open	5	Number	NA		NA	na	NA		NA		60	
16 - Continue program offerings from Continuing Studies and Outreach	6	Number	NA		NA	na	NA		NA		50	
17 - Increase scholarship awards	6	Dollars	NA		NA	na	NA		NA		\$750,000	
18 - Improve salaries among staff and faculty to be regionally competitive	7	Dollars	NA		NA	na	NA		NA		\$250,000	
19 - Improve funding for new buildings and current infrastructure improvement	7	Dollars	NA		NA	na	NA		NA		\$1,250,000	

Fiscal Year 2016 Quarterly Performance Report

Agency:	512 UNIVERSITY OF SOUTH ALABAMA
Mission:	The University of South Alabama, with a global reach and special focus on the Gulf Coast, strives to make a difference in the lives of those it serves through promoting discovery, health, and learning.
Vision:	The University of South Alabama will be a leading comprehensive public university internationally recognized for educational, research, and health care excellence as well as for its positive intellectual, cultural, and economic impact on those it serves.
Annual Goals	
1	To develop, implement, and assess initiatives and practices to insure all students are offered the resources, structure, and relationships necessary for high-quality learning, academic persistence, and degree completion.
2	To increase USA productivity in discovery, research, scholarship, and creative activities and ensure excellence in graduate education.
3	To strengthen the connections and collaborations between the University and the larger world by enhancing faculty, staff, and students' international experiences and their understanding of other societies and cultures among faculty, staff, and students.
4	To actively participate in research, to educate healthcare professionals, and to be the region's leader in patients' access to care, outcomes, and satisfaction by providing health care that uses an interprofessional approach, is efficient, and is informed by research and education
5	To define, support, and strategically advance the University of South Alabama's commitment to ongoing, permanent, sustainable, and mutually beneficial partnerships with the communities it serves.

Fiscal Year 2016 Quarterly Performance Report
Quarterly Objectives and Targets

Performance Objectives	Goal	Unit of Measure	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1 - Increase first-time full-time freshman six-year graduation rate by 1%	1	Percentage	37	35	n/a	n/a	n/a	n/a	n/a		37	
2 - Increase first year retention rate of first-time full-time freshman by 1%	1	Percentage	72	73	n/a	n/a	n/a	n/a	n/a		72	
3 - Increase enrollment (headcount) by 1%	1	# of Students	15963	16211	n/a	n/a	n/a	n/a	n/a		15963	
4 - Achieve ratings by first-year and senior students that are equal to or above their peers at peer institutions in response to National Survey of Student Engagement (NSSE) questions regarding USA's contribution to their being an informed and active citizen.	1	Above of Below	Above	FY Below SR Below	n/a	n/a	n/a	n/a	n/a		Above	
5 - Increase number of proposals submitted to agencies for external funds by 1%	2	# of Proposals	70	137	120	118	103	122	195		488	
6 - Increase F & A reimbursements by 1%	2	\$	1290275	1266650	1290275	1394751	1290275	1702513	1290275		5161100	
7 - Achieve ratings by first-year and senior students that are equal to or above their peers at peer institutions in response to National Survey of Student Engagement (NSSE) questions regarding USA's contribution to their understanding of people of diverse backgrounds.	3	Above or Below	Above	FY Below SR Below	n/a	n/a	n/a	n/a	n/a		Above	
8 - Maintain Hospital patient days per year	4	Patient Days	27416	27832	26820	26539	27118	27059	27416		108770	
9 - Achieve ratings by first-year and senior students that are equal to or above their peers at peer institutions in response to questions regarding time spent doing community service and/or volunteer work.	5	Above or Below	Above	FY Below SR Below	n/a	n/a	n/a	n/a	n/a		Above	

Fiscal Year 2016 Quarterly Performance Report

Agency:	513 TROY UNIVERSITY
Mission:	Troy University is a public institution comprised of a network of campuses throughout Alabama worldwide. International in scope, Troy University provides a variety of educational programs at the undergraduate and graduate levels for a diverse student body in traditional, nontraditional, and emerging electronic formats. Academic programs are supported by a variety of student services which promote the welfare of the individual student. Troy University's dedicated faculty and staff promote discovery and exploration of knowledge and its application to life-long success through effective teaching, service, creative partnerships, scholarship and research.
Vision:	Troy University will provide academic programs worldwide that incorporate both classroom and online delivery for traditional and adult students. Within a "culture of caring", Troy University will foster excellence and leadership in its graduates. The University will be Alabama's leading international institution, serving over 50,000 students with 100% of its academic programs utilizing online technology.

Annual Goals

1	(Student Centeredness) Ensure that students have effective academic programs as reflected in a student satisfaction rating of 90% for overall quality of academic programs as determined by the Graduating Student Survey.
2	(Internationalization) Troy University will enroll 1,000 international students on the Troy Campus by 2020.
3	(Cost Effectiveness and Strengthening the Infrastructure) Grant income will be increased by 100% by 2020 using Fall 2014 as a baseline.
4	(Expand the Economy) Troy University will provide 50 online degree programs to support military and civilian personnel at the state's military installations for high school and adult students in distressed rural counties.

Quarterly Objectives and Targets

Performance Objectives	Goal	Unit of Measure	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1 - Improve ways to measure and compare student satisfaction of the Institution and use this information to create a new set of best practices.	1	Number of Survey Responses	8,500	1,105	0	0	1,000		500		10,000	
2 - To increase the number of international students by 50 per year.	2	Additional International Students	35	255	0	0	10		5		50	
3 - To increase grant funding by at least \$2,700,000 per year.	3	Grant Revenues in dollars	4,750,000	2,122,397	4,750,000	5,607,909	4,750,000		4,750,000		19,000,000	
4 - To increase the number of Alabama residents enrolled in online degree programs/courses by 200 students per year using Fall 2014 as a baseline.	4	Number of New Alabama Online Students	100	364	0	0	60		40		200	

Fiscal Year 2016 Quarterly Performance Report

Agency:	514 ALA INSTITUTE FOR DEAF & BLIND
Mission:	To provide comprehensive education and service programs of superior quality for children and adults who are deaf, blind, deaf-blind or with multiple disabilities, and their families.
Vision:	To be the nationally recognized leader of diverse residential and community-based education, rehabilitation and employment programs for individuals who are deaf and/or blind.

Annual Goals	
1	AIDB will expand its outreach services to deaf, blind and deaf-blind students served in public schools.
2	AIDB will design innovative instructional programs to meet the unique and changing education and rehabilitation needs of students, clients, consumers and families.
3	AIDB will establish a 'structured discovery' model of rehabilitation services in an urban setting such as the Birmingham Regional Center to provide alternative training options for blind and low vision adults.
4	AIDB will maximize the application of accessible technology in education and consumer training, administrative and communication functions.

Quarterly Objectives and Targets

Performance Objectives	Goal	Unit of Measure	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
4 - Through Lead Providers of Outreach Instructional Programs and AIDB's Resource Center, AIDB will provide technical assistance services for students with hearing and vision loss and their teachers in public schools.	1	Number of outreach instructional services provided for public school students.	470	433	470	528	470	498	470		1880	
2 - AIDB will serve more than 22,500 individuals with hearing and/or vision loss from birth through aging in campus and outreach programs in education, rehabilitation and employment areas statewide during the year.	2	Number of children and adults with hearing and vision loss served	5625	6048	5625	6053	5625	6062	5625		22500	
3 - Expand the use of assistive technology in classroom and work training settings	2	Number of students/clients receiving assistive technology services	220	245	220	270	220	270	220		880	
5 - AIDB will promote job development and training opportunities for deaf and blind adults statewide.	2	Number of students served by job coaches statewide	250	270	250	332	250	320	250		1000	
1 - AIDB will provide in independent living, career preparation, assistive technology and related rehabilitation training services in a new structured discovery program for adults who are blind and low vision.	3	Number of services provided in structured discovery	50	25	75	95	75	92	100		300	

Fiscal Year 2016 Quarterly Performance Report

Agency:	518-2014 ETF NON-STATE (LYMAN WARD MILITARY ACADEMY)
Mission:	A private military boarding academy providing the best in academics, leadership and athletics structured on a foundation of moral and ethical values that develops young men of integrity, competence and excellence who are prepared for the work of life.
Vision:	To be widely recognized as the premier military boarding school for young men in the United States.

Annual Goals	
1	Increase enrollment to 200 students within 3-5 years
2	Maintain alabama student population to at least 50% of our total enrollment
3	Retain AdvancED, AISA, and JROTC affiliations through performance
4	Increase Advance Placement offerings and the number of students enrolled in AP courses
5	Retain and improve our dual enrollment course offerings online and on campus through Central Alabama Community College
6	Continue the upgrade of our college preparatory courses by adding Physics and other advanced courses to our curriculum
7	Continue to upgrade our Information Technology by increasing use and application campus wide.
8	Continue to offer and improve our varsity and junior varsity sports programs of football, basketball, soccer, cross country, and baseball by adding varsity golf to our robust sports program
9	Continue to enhance our ethnic diversity by outreach to minority and international students so as to include a diverse mix of studnets from all socioeconomic levels
10	Improve and expand our existing character and values education program
11	Continue the upgrade of all campus facilities to include dormitories and academic buildings to providethe best for our students
12	Continue to provide a safe and secure environment for our students and staff through constant upgrades and planning actions
13	Develop and implement a flight program in conjunction with Auburn University

Quarterly Objectives and Targets

			First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
Performance Objectives	Goal	Unit of Measure	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1 - Continue to increase budget for marketing and advertising	1	\$	25000	25000	25000	25000	25000	25000	25000		100000	
2 - Continue the speakers' program	1	#	1	0	1	0	2	2	1		6	

Fiscal Year 2016 Quarterly Performance Report												
3 - Continue to seek corporate support and public funds to provide financial aid to families in need of assistance to enroll thier student	1	\$	5000	5000	5000	5000	5000	5000	5000	5000	20000	
4 - Hire grant writer to obtain corporate and prive funds tosupport financial assistance and IT improvement	1	#	1	1	0	0	0	0	0	0	1	
5 - Improve our network of parents and alumni to actively help recruit students for the Academy	1	#	3	3	5	5	5	5	5	3	16	
6 - Continue to offer tuition discounts toAlabama residents to maintain 50% of total enrollment for Alabama	2	%	50	40	50	50	50	50	50	50	50	
7 - Continue our outreach to counselors at major Alabama high schools to increase awareness of Academy's mission	2	#	10	60	10	0	10	10	10	10	40	
8 - Continue to improve and to meet recommendations made by AdvancEd, AISA, and US Army Cadet Command to enhance all programs	3	#	1	1	1	1	0	1	1	1	3	
9 - Continue to enhance the JROTC program through facilities and offerings	3	#	1	1	0	0	0	1	1	1	2	
10 - Enroll at least 10% of students in an AP course	4	%	10	10	10	10	10	10	10	10	10	
11 - Continue to build our college program	5	#	2	2	3	1	4	1	4	4	7	
12 - Continue IT upgrades campus wide to better support learning	7	#	1	1	1	1	1	1	1	1	4	
13 - Establish a golf program this year	8	#	0	1	0	0	1	0	0	0	1	
14 - Continue to increase campus wide diversity among our student population	9	%	15	12	15	15	15	15	15	15	15	
15 - Continue to implement upgrades as mandated by Strategic Plan	11	#	3	2	1	1	1	1	1	1	6	
16 - Test and conduct security IAW ERP and continue campus wide upgrades to our security systems	12	#	1	1	1	1	1	1	1	1	4	
17 - Increase security technology campus wide	12	#	1	1	0	0	0	1	1	1	2	
18 - Develop and implement a flight instruction program with AU	13	%	25	0	25	0	25	0	25	25	100	

State of Alabama									
EBO Form No. 20ps				Lyman Ward Military Academy 123-2016					
				Institution					
<p align="center">QUARTERLY EXPENDITURE REPORT FOR FY 2016</p>									
COMBINED CURRENT FUNDS EXPENDITURES	FIRST QUARTER		SECOND QUARTER		THIRD QUARTER		FOURTH QUARTER		
	Budgeted	Actual	Budgeted	Actual	Budgeted	Actual	Budgeted	Actual	
Current Unrestricted Funds:									
Instruction	185,000	181,696	185,000	267,747	185,000	150,008	185,000		
Research									
Public Service									
Academic Support	22,684	29,419	22,684	24,977	22,684	22,334	22,684		
Client/Student Services	149,652	214,507	149,652	177,376	149,652	75,495	149,652		
Institutional Support	197,495	155,066	197,495	148,601	197,495	192,179	197,495		
O&M of Physical Plant	172,910	116,327	172,910	131,984	172,910	106,877	172,910		
Scholarships and Fellowships	18,750	52,702	18,750	21,308	18,750	0	18,750		
Sheltered Workshops and BSC									
Other ----									
Total Unrestricted E&G Expenditures	746,491	749,717	746,491	771,993	746,491	546,893	746,491	-	
Current Restricted Funds:									
Instruction	16,047	16,047	16,047	16,047	16,047	16,047	16,047		
Research									
Public Service									
Academic Support									
Student Services									
Institutional Support									
O&M of Physical Plant									
Scholarships and Fellowships									
Total Restricted E&G Expenditures									
Auxiliary Enterprise Expenditures									
TOTAL CURRENT FUND EXPENDITURES	762,538	765,764	762,538	788,040	762,538	562,940	762,538	-	
					<p align="right"><i>Roy W. Bernick</i> Signature</p> <p align="right">28 Jul 2016. Date</p>				

Fiscal Year 2016 Quarterly Performance Report

Agency:	518-2016 ETF NON-STATE (TALLADEGA COLLEGE)
Mission:	To install in our graduates the values of morality, intellectual excellence and hard work.
Vision:	To provide a safe and secure enviroment.
Annual Goals	
1	To create a new department for student retention
2	Renovate student activity center

Quarterly Objectives and Targets

Performance Objectives	Goal	Unit of Measure	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1 - Create new VP position	1	Hire VP	100%	100%	0%	0%	0%		0%		100%	
2 - Create new Retention Manager position	1	Hire Retntion Manager	0%	0%	100%	100%	0%		0%		100%	
3 - Update wiring in activity center	2	Percent Completion	40%	40%	60%	60%	0%		0%		100%	
4 - Update interior of activity center	2	Percent Completion	0%	0%	30%	30%	40%	40%	30%		100%	
5 - Install new equipemt	2	Percent Completion	0%	0%	50%	50%	50%	50%	0%		100%	

Notes

Fiscal Year 2016 Quarterly Performance Report

Agency:	518-2017 ETF NON-STATE (TUSKEGEE UNIVERSITY)
Mission:	To prepare students to assume effective professional and leadership rôles in society and to become productive citizens in the national and world community.
Vision:	To create a student centered culture fully inaugurating 21st century education through efficient resource management administration, increasing enrollment, and fostering an advancement and development culture thereby becoming an outcomes oriented university.
Annual Goals	
1	Create a student centered culture with a focus on student engagement.
2	Fully inaugurate 21st century higher education at Tuskegee University through innovative online and expanded academic programming and instruction, infrastructure and technology.

Quarterly Objectives and Targets

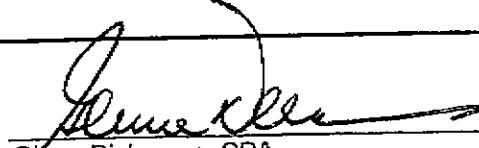
Performance Objectives	Goal	Unit of Measure	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1 - Host Lyceum Series events	1	Aggregate number of events	2	3	4	10	6	10	8		8	
2 - Offer a year long common reading experience	1	% of first year students participating	40	82	70	82	70	82	70		70	
3 - Offer distance learning courses	2	Aggregate number of classes offered	2	3	4	6	6	32	8		8	
4 - Expand the use of the Blackboard learning management system	2	% of classes using Blackboard	40	41	45	48	50	59	55		55	

Notes

Tuskegee University
Agency

QUARTERLY EXPENDITURE REPORT FOR FY 2015-2016

COMBINED CURRENT FUND EXPENDITURES	FIRST QUARTER		SECOND QUARTER		THIRD QUARTER		FOURTH QUARTER
	Budgeted	Actual	Budgeted	Actual	Budgeted	Actual	Budgeted
Current Unrestricted Funds:							
Instruction	5,700,170	5,881,310	5,528,099	5,847,386	4,618,964	4,818,071	5,005,801
Research	706,716	600,576	704,945	666,201	782,174	821,203	791,354
Public Service	1,295,010	901,501	1,247,048	1,462,743	1,349,321	844,254	1,266,862
Academic Support	957,088	123,533	922,058	1,045,019	1,171,941	825,791	1,164,963
Student Services	1,513,586	1,754,633	1,365,476	1,437,860	1,418,355	1,351,833	1,623,693
Institutional Support	4,120,047	4,127,258	4,029,435	3,048,971	4,378,706	2,314,587	4,628,311
O&M of Physical Plant	2,873,419	1,811,399	2,746,357	2,931,880	2,823,885	2,066,101	2,846,727
Scholarships and Fellowships	3,230,705	5,256,624	5,750,323	6,347,663	4,909,261	5,214,319	5,531,304
Total Unrestricted E&G Expenditures	20,396,741	20,456,834	22,293,741	22,787,723	21,452,607	18,256,159	22,859,015
Current Restricted Funds							
Instruction	2,569,192	2,221,210	2,511,007	1,723,955	2,684,737	2,264,867	2,473,577
Research	2,833,811	2,598,943	2,854,318	2,356,874	3,657,978	3,825,929	3,897,197
Public Service	1,824,908	1,293,886	2,070,683	608,445	1,956,124	1,585,542	1,590,301
Academic Support	75,034	9,751	91,100	10,065	297,070	2,523	105,087
Student Services	7,892	0	8,427	0	8,786	0	16,281
Institutional Support	24,632	80,599	62,928	12,237	97,611	222,682	34,792
O&M of Physical Plant	0	0	0	0	0	0	0
Scholarships and Fellowships	1,016,826	529,593	3,044,503	2,947,406	1,642,255	318,080	2,519,704
Total Restricted E&G Expenditures	8,352,295	6,733,982	10,642,966	7,658,982	10,344,561	8,219,623	10,636,939
Auxiliary Enterprise Expenditures	3,518,766	2,512,372	3,611,876	3,042,610	2,493,999	2,955,570	2,926,795
TOTAL CURRENT FUND EXPENDITURES	32,267,802	29,703,188	36,548,583	33,489,315	34,291,167	29,431,352	36,422,749


Glenn Dickerson, CPA
President of Business and Fiscal Affairs


Date

Fiscal Year 2016 Quarterly Performance Report

Agency:	571 MARINE ENVIRONMENTAL SCIENCES
Mission:	To conduct basic & applied research in all aspects of marine sciences, provide both structured and unstructured programs for K-Gray education state-wide, and to provide scientific and technological recommendations to local, state and federal agencies charged with the wise stewardship of our coastal resources.
Vision:	To convert MESC/Dauphin Island Sea Lab into a beacon for cutting-edge science, education and public policy for the citizens of our state and nation.
Annual Goals	
1	Increase undergraduate and graduate education in areas of marine sciences, coastal resource management, and technical development.
2	Sustain the current levels of K-12 education and teacher training and certification in marine science education.
3	Achieve recognition as a national center for excellence in marine sciences - education, research and service.
4	Maintain existing capacity to provide non-instructional services to affected segments of local and regional populations.
5	Provide students and faculty with cutting edge infrastructure to support a strong learning environment.

Quarterly Objectives and Targets

Performance Objectives	Goal	Unit of Measure	First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1 - Number of students with Graduate Research Status	1	Each	37		37		42		42		42	
2 - Teacher enrollment in our programs	2	Each	15		15		30		30		90	
3 - Media Hits for MESC	3	Each	150		150		150		150		600	
4 - Overnight K-12 students	3	Each	1500		1500		1500		1000		5500	
5 - Day k-12 students and Estuarium Attendance	3	Each	9200		15000		30000		25000		79200	
6 - Extramural grant funding	5	Dollars	1612500		1612500		1612500		1612500		6450000	

Fiscal Year 2016 Quarterly Performance Report

Agency:	581 ATHENS STATE
Mission:	The University advances the best interests of its students and the State of Alabama through teaching, service, research and other creative activities to empower students to make valuable contributions in their professional, civic, educational, and economic endeavors. Through innovative communication and course delivery, for high-quality undergraduate and select graduate programs, Athens State University provides a supportive environment for each student, demonstrating the importance of the diverse and interdependent nature of our state and society. Athens State University changes the face of Alabama by changing the lives of its students.
Vision:	Athens State University will be the premier destination for transfer students seeking the highest quality education and cutting-edge delivery at the most affordable cost. As the upper division university in Alabama, building on a tradition that began in 1822, Athens State University will be the catalyst for positive change in the lives of its students.

Annual Goals	
1	Continue implementation of the enrollment management plan to develop recruitment and retention strategies for both traditional and online classes

Quarterly Objectives and Targets

			First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
Performance Objectives	Goal	Unit of Measure	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1 - Increase student enrollment by 1% over the same term from the previous academic year	1	Headcount	3170	3042	3067	2926	2023	1949	3209		11469	

Notes

Fiscal Year 2016 Quarterly Performance Report

Agency:	582 ALA FIRE COLLEGE/SHELTON STATE
Mission:	Our continuing commitment is to facilitate excellence in education, training, certification, and support services for the emergency response community.
Vision:	We, the Alabama Fire College, will be the answer to the needs of the fire and emergency service community.
Annual Goals	
1	Deliver an AEMT class using video conferencing/blended delivery.
2	Deploy 2 new certification classes with blended learning.
3	Increase the total number of students served by Alabama Fire College by 2%.
4	Host and support three fire service training conventions.

Quarterly Objectives and Targets

			First Quarter		Second Quarter		Third Quarter		Fourth Quarter		Annual	
Performance Objectives	Goal	Unit of Measure	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
1 - Deliver an AEMT class using video conferencing/blended delivery.	1	Number of classes	0	0	1	1	0	1	0		1	
2 - Deploy 2 new certification classes with blended learning.	2	Number of classes deployed	0	1	1	1	0	1	1		2	
3 - Increase the total number of students served by AFC by 2%.	3	Percentage increase of students over 2015	.5%	.5%	.5%	.5%	.5%	1.0%	.5%		2%	
4 - Host and support three fire service training conventions	4	Number of training conventions	0	0	1	2	1	2	1		3	

Notes

4	Fire Chiefs Executive Development Conference Goldfedder conference
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